

TERMS OF REFERENCE (ToR)
CONSULTANCY SERVICES FOR INSTITUTIONAL CAPACITY NEED
ASSESSMENT AND ACTION PLAN
OF THE SOCIAL ENTREPRENEURSHIP, EMPOWERMENT, AND COHESION IN
REFUGEE AND HOST COMMUNITIES IN TÜRKİYE PROJECT (SEECO)

PROJECT OVERVIEW

1. INTRODUCTION AND BACKGROUND

Social Entrepreneurship, Empowerment and Cohesion in Refugee and Host Communities in Türkiye Project (SEECO Project) is a project implemented by the Ministry of Industry and Technology (MoIT), administered by the World Bank, and financed by the European Union. The project of 39.5 million EUR aims to support women and youth within refugee and host communities' transition into sustainable economic opportunities and increased social cohesion through the micro-grant support provided by five Development Agencies (DAs) covering 11 provinces (Adana, Mersin, Gaziantep, Adıyaman, Kilis, Mardin, Hatay, Osmaniye, Kahramanmaraş, Diyarbakır, and Şanlıurfa), where vulnerable refugee resides the most.

The project aims at:

- (i) expanding economic opportunities for mostly women refugees and host communities through support for social enterprises and vital livelihood facilities,
- (ii) (ii) improving social cohesion among refugees and host communities through enterprise development and participatory engagement in livelihoods facilities.

The project consists of three components:

- (i) Social Entrepreneurship for Women and Youth in Refugee and Host Communities,
- (ii) Community Livelihoods-related Facilities in Refugee and Host Communities,
- (iii) Institutional Capacity Strengthening and Project Management.

Component 1: Social Entrepreneurship for Women and Youth in Refugee and Host Communities. The component supports social entrepreneurship activities in refugee and host communities in the target provinces. The elements of this approach aim to maximize the potential for the success of the project-supported social enterprises and enable the participation of less-privileged women and youth in social entrepreneurship.

Component 2: Community Livelihoods-related Facilities in Refugee and Host Communities. The component supports facilitation activities for refugees and host communities to engage in participatory decision-making over local needs and priorities for livelihood-related facilities. In addition, this component will finance the cost of establishing/renovating selected livelihood-related facilities, community meetings, distance learning, training workshops at the community level, community exchanges, and other face-to-face or online learning events.

Component 3: Institutional Capacity Strengthening and Project Management. This component supports project management, M&E and MIS, and communications and visibility

as well as the targeted capacity building activities to strengthen capabilities of national (MoIT, DAs) and local actors (local authorities, NGOs, and other stakeholders). Specifically, the Project will strengthen the capacity of national (MoIT) and local actors (DAs, local authorities, and other stakeholders). In this respect, activities will support the development of knowledge and skills related to the concepts and practical implementation of the planned project activities for the national (MoIT, PIU, DAs) and local actors (local authorities, NGOs, and other stakeholders). The capacity strengthening activities will be delivered through a variety of mechanisms (e.g. trainings, workshops, study visits, conferences) to build skills and understanding of the principles, design, implementation, and monitoring of social entrepreneurship support programs, supporting entrepreneurship among host communities and refugees, and other relevant aspects. In addition, a mentoring program and peer-to-peer learning (i.e., showcasing good practices from local authorities, cross-learning events, etc.) could be conducted.

There are six implementing agencies for the project – one at the national level, MoIT, and five at the subnational level, regional Development Agencies as described below. The MoIT will be the recipient of the project and the implementing agencies for Components 1 and 2 will be the five DAs implementing activities in 11 provinces as follows:

- Silkroad Development Agency (implementing in Gaziantep, Adıyaman, and Kilis Provinces)
- Eastern Mediterranean Development Agency (implementing in Hatay, Osmaniye, and Kahramanmaraş Provinces)
- Karacadağ Development Agency (implementing in Şanlıurfa and Diyarbakır Provinces)
- Çukurova Development Agency (implementing in Adana and Mersin Provinces)
- Tigris Development Agency (implementing in Mardin Province)

The MoIT Project Implementation Unit (PIU), established under the General Directorate of Development Agencies, is responsible for the project management and coordination. Component 3 activities will be implemented by the MoIT. The PIU will review, supervise, and approve the design and implementation of institutional capacity strengthening activities. The DAs works with the Community Implementing Partners (CIPs) in delivering social entrepreneurship support, and with local authorities (e.g. municipalities and Governor's offices) in to implement livelihood facility subprojects.

2. OBJECTIVES AND SCOPE

The project subcomponent 3A aims to finance a set of activities aimed at strengthening the capacity of key stakeholders in the MoIT, DAs, local authorities, and other agreed stakeholders to build their professional skills and understanding of the principles, design, implementation, and monitoring of social enterprise support programs in refugee and host community contexts.

The overall objective of this consultancy is to identify needs and priorities and plan the ways of improvement of soft and professional skills as well as knowledge of beneficiary staff from the MoIT, PIU and DAs, and other local stakeholders, in the provinces where the SEECO Project is implemented, to understand the identified areas of SEECO Project such as social entrepreneurship, social inclusion and cohesion, and daily operational project activities.

Under this objective, SEECO Project is expected to reach an estimated 250 beneficiary staff from the MoIT, PIU, DAs and other local stakeholders in the provinces where the SEECO project is being implementing as direct unique beneficiaries of Institutional Capacity Strengthening Activities. The project targets to conduct minimum 15 capacity strengthening events.

The objective of the consultancy is to undertake the following main tasks:

- i) TASK A: Institutional Capacity Need Assessment which will be conducted to MoIT, PIU, DAs and other local stakeholders according to approved methodology;
- ii) TASK B: Action Plan which will be developed based on the results of institutional capacity need assessment report.

TASK A: Institutional Capacity Need Assessment

The consultant will conduct the Institutional Capacity Need Assessment to identify soft and professional skills, and abilities required by MoIT, PIU and DAs staff and other local stakeholders within the SEECO Project's context mentioned above.

The consultant will define in detail up-to-date and most appropriate qualitative and quantitative research methodologies including the scope, data collection tools, and analysis approach(es) to be applied for the Institutional Capacity Need Assessment. The qualitative and quantitative research will reflect the SEECO Project total indicators under component 3. During the preparation of the assessment methodology, the secondary data available is expected to provide additional insight into the triangulation of the collected data. The Institutional Capacity Need Assessment process will be clearly designed and presented in detail.

Based on the results of needs assessment process, the consultancy will prepare an Institutional Capacity Need Assessment Report covering the followings, without being limited to the ones listed:

- **Current State Analysis:** In this scope, the Consultant will review and identify the actual knowledge and status in which the organization functions, including mission, goals, strategies, culture and the perspectives of the SEECO Project.
- **Personal Information, Format and Style of the Past Learning Experience:** Background of MoIT, PIU and DAs staff such as (i) appropriate higher education; (ii) broad general education; (iii) acquiring more detailed knowledge (certification); (iv) foreign language and professional skills/competencies etc.

- Need Analysis: Training and other supportive activities needs based on professional expertise, training preferences and capacity strengthening requirements within the scope of SEECO Project subcomponent 3A.
- Gap Analysis: Identification the gap between existing and targeted competencies (knowledge and skills). Based on the information and the findings of the current state analysis study, the Consultant will determine desired future capacity which is necessary to meet SEECO Project goals and objectives in measurable terms and assess the difference between actual and desired.
- Matching individual needs with organizational needs in the scope of SEECO Project.
- Tailoring the content of training and other capacity strengthening supportive activities to align with the findings of the current state analysis results.

In addition, a capacity need assessment should be planned with restrictions, considering that it is time-consuming and costly and should be seen as an investment for the future. The return on this investment will directly contribute to the organization's and SEECO Project overall success.

Institutional Capacity Need Assessment Report will be the main source of Action Plan to be prepared subsequently which aims to provide a widespread understanding in participants on the importance of the effective implementation of capacity strengthening through training, workshops, conference, study visits and other supportive activities.

A range of project documentation will be made available by the PIU to the selected consultant, including information about the project design, implementation, and progress. The number and list of individuals and institutions to be included in the need assessment will be determined in consultation with and subject to approval by the PIU.

TASK B: Preparation of Action Plan

The consultant is expected to prepare an Action Plan on the basis of findings from the assessment report. The action plan will present training programs and supportive capacity strengthening activities for MoIT, PIU, DAs and other local project stakeholders including clear pathways and activities to be undertaken for design, implementation and evaluation phases. The plan should define the specific learning objectives of the training programs and supportive activities to achieve the expected SEECO Project results for institutional capacity strengthening under component 3.

The consultant will define various methods, formats, tools and training content with competency-based approach according to needs and priorities of the participants defined in the Institutional Capacity Need Assessment Report.

The consultant will prepare an Action Plan which is expected to cover:

- The lists of training programs and supportive activities reached through approved Institutional Capacity Need Assessment Report. Each of the listed topics, training contents must be accompanied with the description of the identified needs and priorities.
- Topics, contents, learning objectives and outcomes of training programs and supportive activities which should be covered during the training implementation process. The lists of topics must be presented separately per staff/group addressed as targets.
- Methods and tools for training programs and supportive activities that will be used to deliver the content. This could include national or international lectures, workshops, learning events, simulations, hands-on exercises, e-learning modules, or a combination of these etc. Also, the list of already existing up to date e-tools (free or chargeable) for professionals in the mentioned SEECO Project areas should be identified by the Consultant.
- Detailed topics, number and type of envisioned participants, total duration, time plan, type of delivery of training programs and supportive activities and anticipated learning outcomes/contributions.
- Expected outcomes and indicators to measure progress and milestones to track.
- Information on potential risks and mitigation measures for the successful implementation of the training programs and supporting activities.
- Monitoring and evaluation structure of the suggested training programs and supportive activities.
- Estimated budget for the training programs and other supportive activities with unit cost.

3. SCOPE OF SERVICES

During the assignment, the Consultant shall closely work with the PIU staff and take their inputs/recommendations into consideration. In order to achieve the objectives, the Consultant will be responsible for the following tasks:

- Development of the Institutional Capacity Need Assessment methodology, work plan, data collection strategy and assessment approaches based on qualitative and quantitative data collection methods tailored separately for the required outputs of the project in consultation with the PIU.
- Desk review and analysis of participants (MoIT, PIU and DAs staff and other local stakeholders) to reach a general understanding about their skills and knowledge.
- Conduct data quality assessment and data cleaning and provide a brief technical report (data quality and consistency is the responsibility of the consultancy).
- Conduct data analysis for Institutional Capacity Need Assessment Report. The reporting format will be identified under the supervision of the PIU.
- Preparation of Institutional Capacity Need Assessment Report and Action Plan (both in Turkish and English).
- All deliverables shall describe the works carried out, outcomes and results obtained.

4. IMPLEMENTATION PLAN & DELIVERABLES

Table 1. Implementation Plan and Deliverables

INSTITUTIONAL CAPACITY NEED ASSESSMENT AND ACTION PLAN IMPLEMENTATION PLAN		
PHASE	TASKS & DELIVERABLES	INDICATIVE TIMELINE
Inception Phase	Inception Report , which will at minimum, include: Detailed formulation of methodology and analysis approach including the key questions that will be answered in the need assessment stage, data collection tools (quantitative and qualitative), designing questionnaires for individual interviews and consultation meetings, identification of individuals and stakeholders to be included in the assessment, indicative outline and format of the assessment report, work plan, and backstops and risk mitigation measures. The report should be prepared in both Turkish and English.	2 weeks after contract signing
Institutional Capacity Need Assessment and Reporting Phase	Institutional Capacity Need Assessment Report will include the main findings of Institutional Capacity Need Assessment. The assessment framework should identify the multiple dimensions of training and supportive activity needs and priorities in relation to each other as well as to the expected results. It is expected that the assessment will be built around self-assessment processes as well as broad consultation to help validate, expand and improve the range of information collected. Submission of the Capacity Need Assessment Report will include list of reviewed documentation, detailed methodology, summary of all meetings/surveys during the assessment stage with discussion topics and interviews agenda, clean data sets, relevant Component 3 indicators with expected values and targets. The report should be prepared in both English and Turkish.	7 weeks after contract signing

Action Plan Phase	Action Plan will be structured based on the findings from the need assessment. The Plan will include; list of training programs and supportive activities indicating their detailed contents, topics, methods and tools for delivery, materials, number and type of envisioned participants, duration, time plan, type of delivery of expected outcome and indicator for monitoring and evaluation, information on potential risks and mitigation measures for the successful implementation, estimated budget for planned training programs and supportive activities including unit costs. The plan should be prepared in both Turkish and English.	13 weeks after contract signing
--------------------------	--	---------------------------------

5. INSTITUTIONAL ARRANGEMENTS

The PIU will manage the revision and approval of deliverables and materials according to the suggested implementation plan indicated above.

The PIU invites eligible consultants for the expression of their interest to develop Institutional Capacity Need Assessment Report and Action Plan. Interested consultants should provide information demonstrating the required qualifications and relevant experience in performing studies for capacity strengthening and need assessments. All produced documents/deliverables shall be provided in formats specified by PIU in accordance with the agreed deadlines.

6. REPORTING AND APPROVAL PROCEDURES

The Consultant shall prepare all kinds of reports and documents as defined in this TOR and submit to the PIU. Required deliverables of each task shall be confirmed and approved by the PIU before the consultancy proceed with the next task/phase. Joint launch meeting at the beginning of phases should be held. The draft version of Institutional Capacity Need Assessment Report and Action Plan will be submitted one week before the submission of final versions on the date which are indicated in the implementation plan. The PIU may request revisions to unacceptable reports, by providing justifications thereof. If any feedbacks are given by the PIU, the final versions of main deliverables should be submitted by the Consultant in one week with revisions or approved explanations.

The PIU will organize internal face-to-face or online meetings (e.g. expert meetings, methodological meetings, technical meetings) as required, with the Consultant during the contract duration. All related costs should be included in the consultancy's financial proposal.

The Consultant shall carry out the services with all due diligence, care and in timely manner so as not to cause any delay. It is deemed that the Consultant is considered the nature of Project in their proposal and are expected to take all sort of precautions during the performance of this service so as to get the works completed by the Consultant on time.

7. CLIENT’S CONTRIBUTION

The PIU will provide relevant data, information, and documents to the Consultant and coordinate and organize its activity to accomplish this assignment. Office space and equipment are not provided under the contract.

8. TIMETABLE & PAYMENT SCHEDULE

The assignment period is expected to be 13 weeks from the date of the contract signing.

The timetable should include:

- Kick-off meeting
- Submission of the draft Inception Report
- Submission of the final Inception Report
- Implementation of the Task A:
 - Task A Launch Meeting
 - Submission of the draft Institutional Capacity Need Assessment Report
 - Submission of the final edition Institutional Capacity Need Assessment Report
- Implementation of the Task B:
 - Task B Launch Meeting
 - Submission of the draft Action Plan
 - Submission of the final edition Action Plan

A detailed workplan for the implementation of all required tasks under this contract including those mentioned above will be provided in the tender proposal.

Based on the selected/approved methodology and approach(es), the Consultant may conduct focus group sessions, observations, or other on-site assessment approaches that require fieldwork where the SEECO Project is being implementing. All costs including but not limited to the venue for the meetings, transportation and accommodation of expert(s), printing, software etc. associated with the chosen data collection, assessment methodologies and approach(es) shall be covered by the Consultant and should be considered when providing a tender proposal.

Table 2. Payment Schedule

Deliverable	Timeline	Deliverable Timeline Payment (% of the contract amount)
--------------------	-----------------	--

Inception Report	2 weeks after contract signing	<u>%10</u>
Institutional Capacity Need Assessment Report	7 weeks after contract signing	<u>%40</u>
Action Plan	13 weeks after contract signing	<u>%50</u>

9. QUALIFICATION REQUIREMENTS AND SELECTION CRITERIA

The consultant shall comply with the following requirements (Request for Expression of Interest stage):

- Experience in conducting institutional capacity need assessments for national and local level public authorities and private sector. (15 scores)
- Experience with carrying out need assessment under projects financed by donor agencies in Türkiye, such as World Bank, USAID, DFID, SDC, UNDP, and other UN agencies. (15 scores)
- Experience in conducting qualitative and quantitative research methods in assessment projects in remote areas of Türkiye. (20 scores)
- Direct experience in organizational development, capacity strengthening in the project specific area. (20 scores)
- The consultants are needed in the following specified areas: organizational development, stakeholder engagement, change management, advocacy and outreach, evidence-based decision making, professional development and public and private sector training, learning and knowledge management and monitoring and evaluation. (30 scores)

Criteria for assessment of the Consultant's technical proposal:

1. Methodology and Work Plan : 50%
2. Work experience and qualifications of key staff members : 50%

Required Key Staff Members:

Project Coordinator x 1

Qualifications:

- Bachelor or higher degree in a relevant field, such as development studies, organizational development, public administration, education, or social sciences or related discipline.
- At least 10 years' experience in conducting capacity building and strengthening need assessments with design of principles and methodologies which include knowledge of organizational development, performance management, training strategies, and learning approaches.
- Excellent project management skills to plan, coordinate, and execute the assessment effectively which include setting clear objectives, creating a timeline, allocating resources, and managing potential risks.

- Effective communication skills for conveying the purpose, scope, and progress of the assessment to all stakeholders.
- Ability to communicate clearly and concisely, both in written reports and oral presentations.
- Ability to think critically to identify gaps and recommend appropriate interventions.
- Ability to facilitate meetings, workshops, and focus groups during the assessment process ensuring active participation and involvement of stakeholders.
- Proficiency in data collection methods, surveys, interviews, and other assessment tools and ability to interpret and analyze the data to draw meaningful conclusions.
- Strong report writing skills to present assessment findings, recommendations, and action plans in a clear and concise manner.
- Familiar with Capacity and Training Need Assessment methodologies and approaches to identify skill gaps and training requirements.
- Experience in conducting similar assessments and providing capacity-building support.
- Strong interpersonal skills and the ability to communicate and work well with diverse people.

A Non-Key Expert

Qualifications:

- Bachelor degree in a relevant field, such as social sciences, economics, statistics, or any related discipline.
- At least 2 years' experience in conducting research or data analysis projects, preferably related to organizational development or capacity building.
- Experience in conducting interviews for quantitative and qualitative surveys, Focus-Group Discussion (FGD), Key Informants Interview (KIIs).
- Good written and verbal communication skills to effectively present findings and insights.
- Ability to work collaboratively with the team leader and other team members to achieve project objectives.